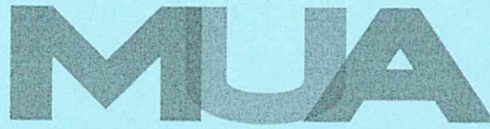


The
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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

MASTER OF MANAGEMENT AND LEADERSHIP

MML 5103: TRANSFORMATIONAL LEADERSHIP

DATE: 7th DECEMBER 2016

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. **Question ONE is compulsory.**
5. Answer any other **TWO** questions.
6. **Question ONE** carries **30 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

NAIROBI COUNTY COUNCIL

After Kenya getting its independence in 1963, the City Council of Nairobi (CCN) was created by an act of Parliament, Cap 265 of the Laws of Kenya to provide services to residents of the city. The Council was to provide among other functions; provision of essential services like water, sewer and public safety, provide services such as housing, healthcare facilities, primary education, emergency response, waste collection, water and sanitation among other services.

Nairobi residents however, feel that the city's ability to provide services has continued to diminish with more of its staff seemingly only keen on corrupt practices such as extorting money from citizens, looting of council coffers and grabbing and selling public land and houses. Due to poor work ethic within the council workforce and negligence of duty, the city residents are left to deal with illegal structures mushrooming all over the city, land grabbing of council facility, uncontrolled dumping of waste, influx of street hawkers and street urchins.

The management has on numerous occasions been accused of having ghost employees and has had a history of corruption scandals for almost all the former Nairobi City Council Mayors and their administrations including the new devolved County Government. Every administration's leadership has struggled to get rid of corruption cartels, improve professionalism and efficiency of the workforce in order to meet the citizen's needs with little success.

These objectives never seem to be achieved because corruption and negligence of duties has become a culture. Every mayor comes into the council's leadership with gusto to fight the vices but within a short period they give up or are swallowed into the culture. With the enactment of the new Kenyan Constitution and setting up of

County Governments with bigger budgets and responsibilities, this current culture is likely to affect the current and future Governors of Nairobi.

Required

- a) From your understanding as a transformational leadership scholar, understanding culture for the Governor is a key ingredient to sorting out the cultural issues that holds Nairobi County Government from transforming Nairobi City into a world class city. Give your understanding of Culture and describe the various layers of culture. (10 marks)
- b) For organizational change to happen effectively, it needs to be triggered by some conditions. Describe some of the conditions that should exist for there to be meaningful organizational change and how they relate to the case of Nairobi County. (9 marks)
- c) Discuss the methods that Nairobi County Governor and his management team can use for the county Government to learn a new organizational culture. (6 marks)

QUESTION TWO

- a) Corporate Governance has been a key area of emphasis in modern organizational leadership. Discuss;
 - i) Why, from a transformational leadership point, it is deemed critical. (5 marks)
 - ii) Describe its convergence of Corporate Governance to transformational leadership. (5 marks)
- b) Power is actually a function of the leader, the followers, and the situation. Discuss this statement in details. (5 marks)

QUESTION THREE

- a) Given the Kenya still struggles with the same prospects as Singapore did at independence, describe 4 aspects that you as a transformational leader would focus on to change Kenya's fortunes going forward. (7 marks)
- b) According to Bernard Bass, describe how you would apply the four elements of transformational leadership. (8 marks)

QUESTION FOUR

- a) As a transformational leader, explain how transformational leadership can be achieved in a society or organization. (8 marks)
- b) Describe some of the guidelines that would make you effective as a transformational leader. (7 marks)